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Proposed programme budget for the biennium 2018-2019*

Part II
Political affairs

Section 5
Peacekeeping operations

(Programme 4 of the biennial programme plan for the period 2018-2019)**

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* A summary of the approved programme budget will be issued as A/72/6/Add.1.

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*** The present report does not contain an annex on follow-up action taken to implement relevant recommendations of the oversight bodies, given that no such recommendations are outstanding.

Overview

Table 5.1 **Financial resources**

(United States dollars)

Appropriation for 2016-2017	109 648 400
Technical adjustments (removal of non-recurrent requirements and biennial provision of posts)	(2 608 200)
Changes within and/or across section(s)	(254 000)
Other changes	(1 447 900)
Total resource change	(4 310 400)
Proposal of the Secretary-General for 2018-2019[a]	105 338 000

[a] At 2016-2017 revised rates.

Table 5.2 **Post resources**

	Number	Level
Regular budget		
Approved for the biennium 2016-2017	374	2 USG, 5 ASG, 6 D-2, 7 D-1, 9 P-5, 6 P-4, 7 P-3, 9 P-2/1, 19 GS (OL), 200 LL, 102 FS, 2 NPO
New posts	2	1 P-3 and 1 FS under United Nations Truce Supervision Organization
Reclassification	–	5 FS to LL under United Nations Truce Supervision Organization
Redeployment	–	7 FS, 1 NPO and 24 LL within United Nations Truce Supervision Organization
Abolishment	(9)	1 GS (OL), under subprogramme 5, 3 FS and 5 LL under United Nations Truce Supervision Organization
Proposed for the biennium 2018-2019	367	2 USG, 5 ASG, 6 D-2, 7 D-1, 9 P-5, 6 P-4, 8 P-3, 9 P-2/1, 18 GS (OL), 200 LL, 95 FS, 2 NPO

Overall orientation

5.1 The overall purpose of the programme is to support the maintenance of international peace and security through the deployment of peacekeeping operations in accordance with and by authority derived from the principles and purposes of the Charter of the United Nations. The mandates of the programme are provided in relevant resolutions of the Security Council and the General Assembly.

5.2 The programme comprises the Department of Peacekeeping Operations and the Department of Field Support. The Department of Peacekeeping Operations closely coordinates four interdependent and complementary subprogrammes (operations, military, rule of law and security institutions, and policy, evaluation and training) and integrates cross-cutting responsibilities in the planning and support of peacekeeping operations and special political missions under its direction. The Department of Field Support coordinates two subprogrammes for the provision of administrative and logistics support services to field-based peacekeeping and special political missions. The programme also comprises two peacekeeping missions: the United Nations Truce Supervision Organization (UNTSO) and the United Nations Military Observer Group in India and Pakistan (UNMOGIP).

Note: The following abbreviations are used in tables and charts: ASG, Assistant Secretary-General; FS, Field Service; GS, General Service; LL, Local level; NPO, National Professional Officer; OL, Other level; PL, Principal level; RB, regular budget; SA, support account for peacekeeping operations; USG, Under-Secretary-General; XB, extrabudgetary.

5.3 The Department of Peacekeeping Operations directs, manages and provides policy guidance and strategic direction to all operations under its responsibility, which comprise all traditional and multidimensional peacekeeping operations with military and/or police components and which may include elements of sustaining peace and peacebuilding, as well as certain special political missions as approved by the relevant intergovernmental bodies. It also leads the integrated assessment and planning process for new and existing Department-led operations.

5.4 The Department of Field Support provides administrative and logistical support services to United Nations peacekeeping operations, special political missions and other field presences as mandated, in the areas of human resources, finance and budget, conduct and discipline, logistics, and information and communications technology.

5.5 To implement the programme, the Departments will work in an integrated and cohesive way through joint departmental decision-making bodies and shared resources under a unified vision, direction and set of guiding principles. The Departments will ensure an integrated United Nations approach in countries where integrated peacekeeping missions are deployed alongside United Nations agencies, funds and programmes through integrated assessment and planning that reflects a shared vision and agreement on common objectives and results as well as clarity with regard to the respective roles and responsibilities. Both Departments will continue to pursue greater coordination, within existing mandates, with internal partners, as well as with external partners, including international financial institutions and regional organizations, to enhance the ability of the United Nations to maintain international peace and security. Sustainable progress on security, national reconciliation and development need to occur in parallel, given the interconnected nature of those challenges in countries emerging from conflict. Regional and subregional approaches to peacekeeping and political strategies for multiple operations will also continue to be pursued when appropriate.

5.6 In that context, the Department of Peacekeeping Operations, the Department of Field Support and other engaged departments and organizations will plan and conduct United Nations peacekeeping activities in a manner that facilitates post-conflict peacebuilding and the long-term prevention of the recurrence of armed conflict, in coordination with the Peacebuilding Commission. To increase the programme's effectiveness, policy development on and evaluation of the application of peacekeeping best practices and lessons learned will continue, as will emphasis on greater unity of effort and tailored training for all peacekeeping personnel.

5.7 In carrying out their activities during the biennium 2018-2019, the Departments of Peacekeeping Operations and Field Support will focus on the following strategic, operational and support objectives: continuing the reform and revitalization of peacekeeping in line with relevant recommendations contained in: (a) the report of the High-level Independent Panel on Peace Operations on uniting our strengths for peace: politics, partnership and people (A/70/95-S/2015/446) and the report of the Secretary-General on the future of United Nations peace operations: implementation of the recommendations of the High-level Independent Panel on Peace Operations (A/70/357-S/2015/682), as reflected in the statement by the President of the Security Council (S/PRST/2015/22) and the report of the Special Committee on Peacekeeping Operations (A/70/19) endorsed by the General Assembly in its resolution 70/268; (b) the report of the Secretary-General on women and peace and security containing the results of the global study on the implementation of Security Council resolution 1325 (2000) (S/2015/716), as endorsed by the Security Council in its resolution 2242 (2015); and (c) the report of the Advisory Group of Experts on the Review of the Peacebuilding Architecture (A/69/968-S/2015/490), as endorsed by the Assembly in its resolution 70/262 and the Council in its resolution 2282 (2016); strengthening strategic and operational planning, including strategic force generation, deployment, management and transition of United Nations peacekeeping operations and exit strategy development; facilitating a shared understanding and a coherent approach among the Secretariat, Member States and other stakeholders on the future direction of United Nations peacekeeping, as well as *individual operations in other* conflict situations; increasing the efficiency and effectiveness of United Nations peacekeeping operations; and continuing to strengthen and professionalize institutional capacity to analyse and meet ongoing strategic and operational challenges.

5.8 The Departments will provide information to Member States on all phases of peacekeeping operations, paying particular attention to the requirements of troop- and police-contributing countries that need to make informed decisions about their engagement in United Nations peacekeeping. The programme will aim to keep stakeholders, including Member States, fully and promptly informed of field support issues. In an integrated manner, special attention will be given to the safety and security of personnel in the field. In accordance with Article 101 of the Charter of the United Nations, the paramount consideration in the employment of staff shall be the necessity of securing the highest standards of efficiency, competence and integrity. Due regard shall be paid to the importance of recruiting staff on as wide a geographical basis as possible, and the gender perspective will continue to be pursued, in accordance with relevant resolutions of the General Assembly and the Security Council, including Council resolution 2122 (2013).

5.9 The Department of Peacekeeping Operations will continue to focus its efforts on strengthening mission planning and oversight; implementing Security Council mandates, including those related to protecting civilians, in accordance with the purposes and principles of the Charter and basic principles of peacekeeping (consent of the parties, impartiality and non-use of force except in self-defence and in the defence of a mandate authorized by the Council); and pursuing a capability-driven approach to identifying, developing and using peacekeeping resources.

5.10 Programme strategies and plans will be undertaken to establish, manage and direct peacekeeping operations and develop the capacities required to address a wide variety of conflict and post-conflict situations. A rapid and effective response to Security Council and General Assembly mandates is crucial in order to support the implementation of peace agreements between the parties to a conflict. Mandates may include monitoring ceasefires and buffer zones; protecting civilians; providing specific protection for women and children; addressing the security threats and protection challenges faced by women and girls in armed conflict and post-conflict settings; disarming, demobilizing and reintegrating ex-combatants; supporting the reform of military establishments; training, advising, mentoring and monitoring host country police forces; contributing to the creation of security conditions conducive to the return of refugees and internally displaced populations; promoting electoral and judicial reform and assisting civil administrations; facilitating political processes to consolidate peace and strengthen State authority; monitoring, reporting and helping to prevent violations of international humanitarian law and of human rights; coordinating mine action, weapons and ammunition management and improvised explosive device response programmes; protecting cultural heritage as necessary and feasible; facilitating the delivery of humanitarian assistance; and developing an exit strategy while maintaining relations with the host country.

5.11 Capitalizing on reforms introduced with the global field support strategy, the Department of Field Support will focus on achieving operational excellence in the delivery of rapid, effective, efficient and responsible support solutions for peacekeeping missions. In striving for excellence, the Department will focus on ensuring consistent, reliable and sustainable results for internal clients and external stakeholders. To manage progress, the Department will strengthen its ability to direct, monitor and evaluate its operations against a balanced set of objectives, performance indicators and targets, primarily aimed at enabling mandate delivery, improving effectiveness and efficiency in service delivery, promoting prudent resource utilization, strengthening compliance with United Nations norms and values and delivering in accordance with rules and regulations. To drive necessary improvements, the Department will also implement key priority initiatives, including enhanced supply chain management, improved technological solutions, rapid delivery of support, stronger environmental management and reinforced efforts to combat misconduct, including sexual exploitation and abuse. The Department will continue to engage and interact with relevant troop- and police-contributing countries in accordance with the given mandate.

5.12 Under the programme, the Departments will also provide substantive and technical support to the Special Committee on Peacekeeping Operations, including follow-up on decisions related to peacekeeping operations taken by the Security Council and the General Assembly. The Departments will implement the recommendations of the Special Committee, as endorsed by the Assembly.

Overview of resources

5.13 The overall resources proposed for section 5, Peacekeeping operations, for the biennium 2018-2019, amount to $105,338,000, before recosting, including $10,478,100 for the Department of Peacekeeping Operations; $8,251,500 for the Department of Field Support; $67,190,500 for UNTSO; and $19,417,900 for UNMOGIP, reflecting a net decrease under the section of $4,310,400 (or 3.9 per cent) compared with the appropriation for 2016-2017. Resource changes result from three factors, namely: (a) technical adjustments relating to the removal of non-recurrent requirements and the biennial provision of new posts established in 2016-2017, and reductions relating to the phased abolishment of posts; (b) changes within and/or across sections; and (c) other resource changes. The proposed resource level provides for the full, efficient and effective implementation of mandates.

5.14 The distribution of resources is reflected in tables 5.3 to 5.5.

Table 5.3 **Financial resources by component**

(Thousands of United States dollars)

(1) *Regular budget*

			Resource changes								
	2014-2015 expenditure	*2016-2017 appropriation*	*Technical adjustment (non-recurrent, biennial provision of posts)*	*New and expanded mandates*	*Within and/or across section(s)*	*Other*	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2018-2019 estimate*
A. Peacekeeping operations											
1. Department of Peacekeeping Operations											
(a) Executive direction and management	1 451.1	1 284.7	–	–	–	(12.6)	(12.6)	(1.0)	1 272.1	37.3	1 309.4
(b) Programme of work											
1. Operations	5 235.3	5 425.1	–	–	–	(13.4)	(13.4)	–	5 411.7	157.3	5 569.0
2. Military	1 053.7	927.2	–	–	–	(11.6)	(11.6)	–	915.6	21.0	936.6
3. Rule of law and security institutions	1 511.4	1 509.1	–	–	–	(11.2)	(11.2)	(0.7)	1 497.9	52.5	1 550.4
4. Policy, evaluation and training	510.7	650.2	–	–	–	–	–	–	650.2	17.2	667.4
Subtotal, (b)	**8 311.0**	**8 511.6**	**–**	**–**	**–**	**(36.2)**	**(36.2)**	**(0.4)**	**8 475.4**	**248.0**	**8 723.4**
(c) Programme support	1 719.1	974.1	(222.3)	–	–	(21.2)	(243.5)	(25.0)	730.6	28.7	759.3
Subtotal, (1)	**11 481.3**	**10 770.4**	**(222.3)**	**–**	**–**	**(70.0)**	**(292.3)**	**(2.7)**	**10 478.1**	**314.0**	**10 792.1**
2. Department of Field Support											
(a) Executive direction and management	2 248.6	2 084.4	–	–	–	(7.3)	(7.3)	(0.4)	2 077.1	70.5	2 147.6
(b) Programme of work											

	2014-2015 expenditure	2016-2017 appropriation	Resource changes: Technical adjustment (non-recurrent, biennial provision of posts)	Resource changes: New and expanded mandates	Resource changes: Within and/or across section(s)	Resource changes: Other	Resource changes: Total	Resource changes: Percentage	Total before recosting	Recosting	2018-2019 estimate
5 Field administrative support	2 678.9	3 248.9	–	–	–	(128.9)	(128.9)	(4.0)	3 120.0	74.8	3 194.8
6 Integrated support services	3 277.3	3 054.4	–	–	–	–	–	–	3 054.4	88.7	3 143.1
Subtotal, (b)	**5 956.1**	**6 303.3**	–	–	–	**(128.9)**	**(128.9)**	**(2.0)**	**6 174.4**	**163.5**	**6 337.9**
Subtotal, (2)	**8 204.7**	**8 387.7**	–	–	–	**(136.2)**	**(136.2)**	**(1.6)**	**8 251.5**	**234.0**	**8 485.5**
Subtotal, A	**19 686.0**	**19 158.1**	**(222.3)**	–	–	**(206.2)**	**(428.5)**	**(2.2)**	**18 729.6**	**548.0**	**19 277.6**
B. Peacekeeping missions											
1 United Nations Truce Supervision Organization	68 652.3	68 196.7	151.0	–	(254.3)	(902.9)	(1 006.2)	(1.5)	67 190.5	2 213.3	69 403.8
2 United Nations Military Observer Group in India and Pakistan	19 760.5	22 293.6	(2 536.9)	–	–	(338.8)	(2 875.7)	(12.9)	19 417.9	807.1	20 225.0
Subtotal, B	**88 412.8**	**90 490.3**	**(2 385.9)**	–	**(254.3)**	**(1 241.7)**	**(3 881.9)**	**(4.3)**	**86 608.4**	**3 020.4**	**89 628.8**
Total, (1)	**108 098.8**	**109 648.4**	**(2 608.2)**	–	**(254.3)**	**(1 447.9)**	**(4 310.4)**	**(3.9)**	**105 338.0**	**3 568.4**	**108 906.4**

(2) *Other assessed*

	2014-2015 expenditure	2016-2017 estimate	2018-2019 estimate
1. Department of Peacekeeping Operations			
(a) Executive direction and management	20 269.6	20 623.9	20 803.5
(b) Programme of work	144 246.5	143 292.2	144 148.5
(c) Programme support	26 224.0	24 921.3	26 818.1
Subtotal, (1)	**190 740.1**	**188 837.4**	**191 770.1**
2. Department of Field Support			
(a) Executive direction and management	22 510.7	24 198.1	24 411.4
(b) Programme of work	112 721.4	113 185.2	115 202.0
Subtotal, (2)	**135 232.1**	**137 383.3**	**139 613.4**
Total, (2)	**325 972.2**	**326 220.7**	**331 383.5**

(3) *Extrabudgetary*

	2014-2015 expenditure	2016-2017 estimate								2018-2019 estimate
1. Department of Peacekeeping Operations										
(a) Executive direction and management	14 313.7	20 724.7								21 692.2
(b) Programme of work	98 350.8	94 438.5								95 015.4
(c) Programme support	1 053.2	1 206.0								1 165.5
Total, (3)	**113 717.7**	**116 369.2**								**117 873.1**
Total (1), (2) and (3)	**547 788.7**	**552 238.3**	**(2 608.2)**	–	**(254.3)**	**(1 447.9)**	**(4 310.4)**	**(3.9)**	**105 338.0**	**3 568.4 558 163.0**

Table 5.4 **Post resources**

	Established regular budget		*Temporary posts*						*Total*	
			Regular budget		*Other assessed*[a]		*Extrabudgetary*[b]			
	2016-2017	*2018-2019*	*2016-2017*	*2018-2019*	*2016-2017*	*2018-2019*	*2016-2017*	*2018-2019*	*2016-2017*	*2018-2019*
Professional and higher										
USG	2	2	–	–	–	–	–	–	2	2
ASG	5	5	–	–	–	–	–	–	5	5
D-2	6	6	–	–	8	8	–	–	14	14
D-1	7	7	–	–	23	23	–	–	30	30
P-5	9	9	–	–	82	82	7	7	98	98
P-4/3	13	14	–	–	479	479	36	36	528	529
P-2/1	9	9	–	–	14	14	–	–	23	23
Subtotal	**51**	**52**	**–**	**–**	**606**	**606**	**43**	**43**	**700**	**701**
General Service										
Principal level	–	–	–	–	20	20	1	1	21	21
Other level	19	18	–	–	230	230	18	18	267	266
Subtotal	**19**	**18**	**–**	**–**	**250**	**250**	**19**	**19**	**288**	**287**
Other categories										
Local level	200	200	–	–	–	–	–	–	200	200
Field Service	102	95	–	–	–	–	–	–	102	95
National Professional Officer	2	2	–	–	–	–	–	–	2	2
Subtotal	**304**	**297**	**–**	**–**	**20**	**20**	**1**	**1**	**325**	**318**
Total	**374**	**367**	**–**	**–**	**856**	**856**	**62**	**62**	**1 292**	**1 285**

[a] Includes 856 posts funded from the support account for peacekeeping operations (8 D-2, 23 D-1, 82 P-5, 279 P-4, 200 P-3, 14 P-2, 20 General Service (Principal level) and 230 General Service (Other level)).

[b] Includes 62 posts, including 30 posts funded from the Trust Fund in Support of the Department of Peacekeeping Operations (2 P-5, 24 P-4/3, and 4 General Service (Other level)); 27 posts funded from the Voluntary Trust Fund for Assistance in Mine Action (5 P-5, 11 P-4/3 and 11 General Service (Other level)); and 5 posts funded from the special account for programme support costs of extrabudgetary substantive activities (1 P-3, 1 General Service (Principal level) and 3 General Service (Other level)).

Table 5.5 **Distribution of resources by component**

(Percentage)

	Regular budget	*Other assessed*	*Extrabudgetary*
A. Peacekeeping operations			
1. Department of Peacekeeping Operations			
(a) Executive direction and management	1.2	6.3	18.4
(b) Programme of work	8.0	43.5	80.6
(c) Programme support	0.7	8.1	1.0
Subtotal	**9.9**	**57.9**	**100.0**
2. Department of Field Support			
(a) Executive direction and management	2.0	7.4	–
(b) Programme of work	5.9	34.7	–
Subtotal	**7.9**	**42.1**	–
B. Peacekeeping missions			
1. United Nations Truce Supervision Organization	63.8	–	–
2. United Nations Military Observer Group in India and Pakistan	18.4	–	–
Subtotal	**82.2**	–	–
Total	**100.0**	**100.0**	**100.0**

Technical adjustments

5.15 Resource changes reflect the net effect of the removal of non-recurrent requirements totalling $2,536,900 relating to UNMOGIP for the refurbishment of the new headquarters; the increase of $151,000 relating to the biennial provision of one new P-4 post that was established in 2016-2017 pursuant to General Assembly resolution 70/247 in support of UNTSO and a decrease of $222,300 relating to the phased abolishment of one P-4 in 2016-2017.

Changes within and/or across section(s)

5.16 Resource changes amounting to a decrease of $254,300 reflect a redeployment redistribution of resources within the section, including the proposed abolishment of four posts (2 Field Service and 2 General Service (Local level)), the downward reclassification of four Field Service posts to the Local level and the establishment of two new posts (1 P-3, 1 Field Service) for UNTSO in the biennium 2018-2019.

Other changes

5.17 Resource changes reflect a reduction of $1,447,900, made possible from efficiencies that the entities under section 5 plan to bring about in the biennium 2018-2019. The proposed reduction is a result of the efforts of the entities to apply the anticipated Umoja efficiencies presented in the eighth progress report of the Secretary-General on the enterprise resource planning project (A/71/390) to individual day-to-day operations. The Umoja efficiencies set out in the eighth progress report were based on the Organization's experience with the system, anticipated future changes, including future roll-outs, a global review of end-to-end processes, the retirement of legacy systems and improvements to business process and planning capabilities. Efficiencies were expressed, inter alia, as the dollar value of a full-time equivalent, where applicable. Further information on the approach is provided in the foreword and introduction of the proposed programme budget for the biennium 2018-2019. For section 5, this translates to post and non-post reductions of $1,447,900, corresponding to the abolishment of five posts (1 Field Service, 1 General Service (Other level) and 3 General Service (Local level)) and the downward reclassification of one Field Service post to Local level, and decreases under non-post items,

which fall under the Department of Peacekeeping Operations ($70,000), the Department of Field Support ($136,200), UNTSO ($902,900) and UNMOGIP ($338,800).

Other assessed and extrabudgetary resources

5.18 Estimated resources under the support account for peacekeeping operations in the biennium 2018-2019 amounting to $331,383,500, including 856 posts, would complement the resources from the regular budget and extrabudgetary resources. One additional post of Director, Mine Action Service, Office of Rule of Law and Security Institutions (D-2), was approved under the peacekeeping support account by the General Assembly in its resolution 70/287 in order to strengthen the management and oversight of the support, mandated by the Security Council, provided by the Mine Action Service to peacekeeping operations in the areas of mine action, countering improvised explosive devices, and weapons and ammunition stockpile management. Extrabudgetary resources amounting to $117,873,100, including 62 posts and operational resources, are projected for the biennium 2018-2019 to support the programme of work under section 5, Peacekeeping operations.

5.19 In addition, UNMOGIP receives in-kind contributions that complement regular budget resources and continue to be vital in the delivery of its mandate. During the biennium 2018-2019, UNMOGIP expects to receive in-kind contributions amounting to an estimated value of $1,451,756 for security services and ground transportation from host nations.

Other information

5.20 The Department of Peacekeeping Operations and the Department of Field Support have taken measures aimed at further strengthening the Departments' accountability framework. These measures include the evaluation of command and control arrangements in peacekeeping operations, the creation of an integrated conduct and discipline framework and strengthened accountability measures in the stewardship of the resources of the Organization. In early 2012, the Departments endorsed the evaluation of the Department of Peacekeeping Operations and the Department of Field Support Command and Control Policy, which examined the effectiveness of command and control arrangements for United Nations peacekeeping operations. The key finding of the evaluation was that the current policy framework for command and control arrangements for United Nations peacekeeping effectively outlined the core relationships required for the operation of a peacekeeping mission.

5.21 Pursuant to General Assembly resolution 58/269, resources for the conduct of monitoring and evaluation amounting to $2,021,600 are identified under the support account for peacekeeping operations for a total of 132 work-months (112 work-months at the Professional and higher level and 20 work-months at the General Service level).

5.22 Following a review of the publications pertaining to each subprogramme, it is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 5.6 and as distributed in the output information for each subprogramme.

Table 5.6 **Summary of publications**

	2014-2015 actual			*2016-2017 estimate*			*2018-2019 estimate*		
Publications	*Print*	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*
Recurrent	–	–	17	–	–	18	–	–	18
Non-recurrent	–	–	–	–	–	–	–	–	–
Total	**–**	**–**	**17**	**–**	**–**	**18**	**–**	**–**	**18**

5.23 The Department of Peacekeeping Operations and the Department of Field Support maintain strong partnerships across the United Nations system in order to leverage expertise and avoid duplication, where possible. For example, as the Global Focal Point for Police, Justice and Corrections Areas in the Rule of Law in Post-Conflict and Other Crisis Situations, the Department of Peacekeeping Operations and the United Nations Development Programme (UNDP) jointly undertake to deliver coherent police, justice and corrections support in mission settings and other crisis situations, and to assist United Nations country teams and field missions in developing and implementing complementary rule of law, justice and security strategies and programmes. These efforts are also aimed at ensuring high-level strategic coordination with key partners. The Department of Peacekeeping Operations and the Department of Field Support participate in a number of inter-agency processes on cross-cutting issues. As Co-Chair of the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration, which comprises 24 agencies, funds and programmes, the Department of Peacekeeping Operations leads on developing tailored solutions to the evolving threat of armed groups and criminal gangs through disarmament, demobilization and reintegration, on community violence reduction, on policies to prevent violent extremism and on operational and planning support to field missions. As a member of the Inter-Agency Security Sector Reform Task Force, which comprises 14 United Nations departments, agencies, funds and programmes, the Department of Peacekeeping Operations works to strengthen system-wide collaboration, coordination and coherence with key partners in support of national security sector reform efforts. The Department of Peacekeeping Operations also chairs the Inter-Agency Coordination Group on Mine Action, comprising 12 United Nations entities involved in mine action, responsible for coordinating policymaking and the delivery of mine action services globally. Similar inter-agency processes include the United Nations Development Group-Executive Committee on Humanitarian Assistance Working Group, the Peacebuilding Contact Group, the United Nations-World Bank Working Group and the New Deal Task Team. The Department of Peacekeeping Operations and the Department of Field Support are also represented in the Inter-Agency Security Management Network as a member of its Steering Group. The Network and the Steering Group are tasked with developing safety and security policies which apply to all United Nations entities within the common system. The two Departments, along with the Department of Political Affairs, the Department of Safety and Security, the Department of Management, the Department of Public Information, the Office for the Coordination of Humanitarian Affairs and UNDP, are also actively engaged in the United Nations Operations and Crisis Centre, the key objective of which is to capitalize on synergies within the Organization and, building on economies of scale, establish a single centre to provide a common operational picture to United Nations senior leaders, and serve as the central venue at Headquarters for responding to crises in the field.

A. Peacekeeping Operations

1. Department of Peacekeeping Operations

(a) Executive direction and management

Resource requirements (before recosting): $1,272,100

5.24 The Office of the Under-Secretary-General for Peacekeeping Operations consists of the front office of the Under-Secretary-General; the Office of the Director, Peacekeeping Strategic Partnership; and the Office of the Chief of Staff, which includes the Executive Office, the Public Affairs Section and the United Nations Operations and Crisis Centre. The Executive Office, whose functions relate solely to programme support for the Department of Peacekeeping Operations as a whole and the Department of Field Support, is shown separately.

5.25 The Under-Secretary-General for Peacekeeping Operations directs, manages and provides political and policy guidance and strategic direction to the Department-led operations on behalf of the Secretary-General and formulates guidelines and policies for peacekeeping operations, based on

Security Council mandates. He/she advises the Security Council and the General Assembly on all matters related to peacekeeping activities and the future direction of United Nations peacekeeping, including strategic and policy issues and initiatives, such as peacemaking, peacekeeping, peacebuilding, transitions through partnerships with regional organizations and other peacekeeping partners and protection of civilians. He/she also maintains high-level contact with the Security Council in particular, with parties to conflict and Member States, and with troop- and police-contributing countries and countries providing financial support, in the implementation of the Council mandates.

5.26 The Office of the Under-Secretary-General for Peacekeeping Operations supports the Under-Secretary-General in directing, managing and giving political and policy guidance and strategic direction to the Department of Peacekeeping Operations and field operations managed by the Department.

Table 5.7 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and staff and financial resources

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Programme of work is effectively managed	Timely delivery of outputs and services [percentage]	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Timely submission of documentation needed for meetings of relevant intergovernmental bodies	Timely submission of documentation [percentage]	Target	100			
		Estimate				
		Actual				
(c) Efficiencies achieved in travel costs for the Organization	Increased percentage of air tickets purchased at least two weeks before the commencement of travel	Target	100			
		Estimate				
		Actual				
(d) Strengthened strategic and operational direction, planning, deployment and transition of United Nations peacekeeping operations and special political missions led by the Department of Peacekeeping Operations	Major benchmarks are defined and met for all operations and missions led by the Department of Peacekeeping Operations [percentage]	Target	100	100	90	80
		Estimate		100	90	80
		Actual			100	100
(e) Shared understanding among the Secretariat, Member States and other stakeholders of the future direction of United Nations peacekeeping and for individual operations	Performance measures/targets related to the implementation of reform agendas during the reporting period are achieved [percentage]	Target	90	90	85	80
		Estimate		90	85	80
		Actual			100	80

External factors

5.27 The Office of the Under-Secretary-General is expected to achieve its objectives and expected accomplishments on the assumption that Member States will provide the political support, capacity and financial resources necessary for the implementation of mission mandates and that peacekeeping partners will provide the necessary support.

Outputs

5.28 During the biennium 2018-2019, the outputs to be delivered are reflected in table 5.8.

Table 5.8 **Categories of outputs and final outputs**

Output	Quantity
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget)	
General Assembly	
Substantive servicing of meetings:	
1. Briefing to the formal session of the Special Political and Decolonization (Fourth) Committee	1
2. Briefing to the formal session of the Special Committee on Peacekeeping Operations	1
Other services:	
3. Briefings to the Security Council on developments in peacekeeping missions and on cross-cutting strategic, policy and structural issues related to peacekeeping	37
4. Briefings to the General Assembly and its subsidiary organs on the developments in peacekeeping missions and on cross-cutting strategic, policy and structural issues related to peacekeeping	4
Other substantive activities (regular budget, other assessed resources and extrabudgetary)	
Good offices, fact-finding and special missions:	
5. Visits to key troop- and police-contributing countries and other Member States to develop strategic partnerships and build common approaches to support United Nations peacekeeping	15
International cooperation and inter-agency coordination and liaison (regular budget, other assessed resources and extrabudgetary)	
Substantive servicing of inter-agency meetings:	
6. Meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on peacekeeping	42
Contribution to joint outputs:	
7. Inputs to the report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations	1

5.29 The distribution of resources for executive direction and management is reflected in table 5.9.

Table 5.9 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		Posts	
	2018-2019	2018-2019 (before recosting)	2018-2019	2018-2019
Regular budget				
Post	1 242.4	1 242.4	3	3
Non-post	42.3	29.7	–	–
Subtotal	**1 284.7**	**1 272.1**	**3**	**3**
Other assessed	20 623.9	20 803.5	59	59
Extrabudgetary	20 724.7	21 692.2	30	30
Total	**42 633.3**	**43 767.8**	**92**	**92**

5.30 The amount of $1,272,100 provides for the continuation of three posts (1 USG, 1 D-1 and 1 General Service (Other level)) ($1,242,400), as well as non-post resources ($29,700) for travel of staff and hospitality to support the implementation of the mandate of the Office of the Under-

Secretary-General. The net reduction of $12,600, under travel of staff, reflects the anticipated efficiencies that the Department plans to bring about in 2018-2019.

5.31 Regular budget resources would be complemented by resources from the support account for peacekeeping operations estimated at $20,803,500, including 59 posts and operational resources to carry out the programme of work and deliver the outputs under the executive direction and management component of the Department. In addition, extrabudgetary resources estimated at $21,692,200 from the Trust Fund in Support of the Department of Peacekeeping Operations would be used for the Department in carrying out projects in the areas such as gender mainstreaming, prevention of sexual exploitation and abuse, rule of law, best practices and training.

(b) Programme of work

5.32 The distribution of resources by subprogramme is reflected in table 5.10.

Table 5.10 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
1. Operations	5 425.1	5 411.7	15	15
2. Military	927.2	915.6	3	3
3. Rule of law and security institutions	1 509.1	1 497.9	3	3
4. Policy, evaluation and training	650.2	650.2	3	3
Subtotal	**8 511.6**	**8 475.4**	**24**	**24**
Other assessed	143 292.2	144 148.5	376	376
Extrabudgetary	94 438.5	95 015.4	27	27
Total	**246 242.3**	**247 639.3**	**427**	**427**

Subprogramme 1
Operations

Resource requirements (before recosting): $5,411,700

5.33 Substantive responsibility for this subprogramme is vested within the Office of Operations. The Office is composed of three divisions: the Africa I Division; the Africa II Division; and the Asia, Middle East, Europe and Latin America Division. The divisions include a total of seven integrated operational teams and the Somalia Coordination and Planning Team at Headquarters. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1 of programme 4 of the biennial programme plan for the period 2018-2019 (A/71/6/Rev.1).

Table 5.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure the effective implementation of all Security Council mandates to plan, establish and adjust peacekeeping operations, as well as the effective implementation of relevant General Assembly resolutions.

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Improved context-and mission-specific reporting to the Security Council, the General Assembly, other relevant intergovernmental bodies and troop- and police-contributing countries to enable fully informed decision-making on issues relating to peacekeeping	(i) Increased percentage of recommendations of the Secretary-General, including those aimed at establishing new or implementing major adjustments to existing peacekeeping operations, incorporated into resolutions of the General Assembly, the Security Council and other relevant intergovernmental bodies	Target	94			
		Estimate				
		Actual				
	(ii) Percentage of recommendations of the Secretary-General to the Security Council reflecting consultations with troop- and police-contributing countries and other relevant Member States	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Effectively and efficiently managed peacekeeping operations	(i) Percentage of integrated planning processes completed according to Security Council substantive and time requirements for establishing new peacekeeping operations or implementing adjustments to existing peacekeeping operations	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) Percentage of peacekeeping operations that have up-to-date essential strategic planning documents	Target	80			
		Estimate				
		Actual				

External factors

5.34 The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that: (a) parties to the conflict cooperate and will be willing to resolve their disputes peacefully; (b) peacekeeping partners will provide the necessary support; and (c) the security environment will permit the establishment or continuation of peacekeeping operations.

Outputs

5.35 During the biennium 2018-2019, the outputs to be delivered are reflected in table 5.12.

Table 5.12 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget, other assessed resources and extrabudgetary)	
Security Council	
Parliamentary documentation:	
1. Reports of the Secretary-General on matters related to peacekeeping operations	40
Other services	
2. Briefings to the Security Council on matters related to peacekeeping operations	100
3. Briefings to the General Assembly and its subsidiary organs on matters related to peacekeeping operations	2
4. Expert advice and information on relevant aspects of peacekeeping operations to troop- and police-contributing countries	80
Other substantive activities (regular budget, other assessed resources and extrabudgetary)	
Good offices, fact-finding and other special missions:	
5. Expert guidance and support to peacekeeping operations on strategic, policy, political, operational and technical matters (number of instances)	900
6. Integrated strategic assessments or reviews of peacekeeping operations to review and make recommendations on approaches, challenges or opportunities in the area of mandate implementation	7
International cooperation and inter-agency coordination and liaison (regular budget, other assessed resources and extrabudgetary)	
Substantive servicing of inter-agency meetings:	
7. Annual meetings with the European Union and the North Atlantic Treaty Organization in Brussels and New York	2
8. Consultations and structural arrangements with/among regional organizations to promote regional peacekeeping capacities expanded in the context of specific operations	10
9. Expert advice to permanent missions to the United Nations, United Nations agencies, funds and programmes, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues	1

5.36 The distribution of resources for subprogramme 1 is reflected in table 5.13.

Table 5.13 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	5 388.0	5 388.0	15	15
Non-post	37.1	23.7	–	–
Subtotal	**5 425.1**	**5 411.7**	**15**	**15**
Other assessed	27 262.7	27 147.3	74	74
Total	**32 687.8**	**32 559.0**	**89**	**89**

5.37 The amount of $5,411,700 provides for the continuation of 15 posts (1 ASG, 3 D-2, 3 D-1, 2 P-5, 1 P-4/3 and 5 General Service (Other level)) ($5,388,000), as well as non-post resources ($23,700) for travel of staff and contractual services to support the implementation of the mandate of the Office of Operations. Each of the three D-2 posts included will head one of the regional divisions

of the Office. The net reduction of $13,400, under travel of staff and contractual services, reflects the anticipated efficiencies that the Department plans to bring about in 2018-2019.

5.38 Regular budget resources would be complemented by resources from the support account for peacekeeping operations estimated at $27,147,300, including a total of 74 posts and operational resources to carry out the programme of work and to deliver the outputs under the subprogramme.

Subprogramme 2
Military

Resource requirements (before recosting): $915,600

5.39 Substantive responsibility for this subprogramme is vested within the Office of Military Affairs. The Office is composed of the Office of the Military Adviser, the Current Military Operations Service, the Force Generation Service and the Military Planning Service. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 2 of programme 4 of the biennial programme plan for the period 2018-2019 (A/71/6/Rev.1).

Table 5.14 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To effectively implement the military aspects of Security Council mandates and effectively implement relevant General Assembly resolutions

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Rapid deployment and establishment of better-tailored peacekeeping operations in response to Security Council mandates	(i) No longer than seven days needed to prepare military plans from the date a Security Council resolution is adopted	Target	7	7	7	7
		Estimate		7	7	7
		Actual			7	7
	(ii) Establishment of a deployable nucleus of military headquarters personnel of a peacekeeping operation within 15 days of the adoption of a Security Council resolution or related decision	Target	15			
		Estimate				
		Actual				
	(iii) Increase in the total number of military and police units pledged by Member States in levels 1, 2 and 3 and the rapid deployment level of the Peacekeeping Capability Readiness System [number of military and police units]	Target	32			
		Estimate				
		Actual				
(b) Increased efficiency and effectiveness of the military components of peacekeeping operations	(i) Implementation by peacekeeping operations of 100 per cent of military-related recommendations from end-of-assignment, visit, study and assessment reports endorsed by the Under-Secretary-General for Peacekeeping Operations, in compliance with relevant intergovernmental mandates	Target	100	100	100	100
		Estimate		100	90	100
		Actual			94	73

External factors

5.40 The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that Member States will contribute the required military personnel and material to peacekeeping operations in a timely manner to effect deployment, and that parties to conflict in areas of peacekeeping operations will cooperate with the United Nations.

Outputs

5.41 During the biennium 2018-2019, the outputs to be delivered are reflected in table 5.15.

Table 5.15 **Categories of outputs and final outputs**

Outputs	*Quantity*
Other substantive activities (regular budget, other assessed resources and extrabudgetary)	
Good offices, fact-finding and other special missions:	
1. Deployment of an organized key nucleus of military staff and/or military staff support team to new and existing missions for up to 90 days	2
Technical material:	
2. Monthly report on the deployment of military forces, observers and mission headquarters staff with emphasis on achieving gender balance	24
3. Policies, guidelines and standard operating procedures related to the greater effectiveness of military components	1
4. Predeployment and assessment reports of troop-contributing country capacities	16
5. Strategic military plans for new or significantly adjusted peacekeeping operations	8
6. Update and maintenance of pledging mechanism of the Peacekeeping Capability Readiness System and senior appointment pool	1
Seminars:	
7. Military advisory briefings to existing, emerging and new troop-contributing countries on operational requirements for new, or significantly adjusted, peacekeeping operations	12
8. Predeployment induction and post-appointment briefings for senior military personnel	12
9. Mission-specific briefings, requested by the Military Staff Committee, on new or anticipated developments, crisis situations, force requirements, rules of engagement, threat assessments and changes to the mandate of peacekeeping operations	24
International cooperation and inter-agency coordination and liaison (regular budget, other assessed resources and extrabudgetary)	
Other services:	
10. Expert advice to Member States, regional organizations and United Nations entities on military aspects of peace negotiations, agreements and peacekeeping operations, including strategic and operational planning, and the implementation of military aspects of peacekeeping operations	20

5.42 The distribution of resources for subprogramme 2 is reflected in table 5.16.

Table 5.16 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	895.0	895.0	3	3
Non-post	32.2	20.6	—	—
Subtotal	**927.2**	**915.6**	**3**	**3**

	Resources (thousands of United States dollars)		Posts	
	2016-2017	2018-2019 (before recosting)	2016-2017	2018-2019
Other assessed	48 704.7	48 739.0	131	131
Total	**49 631.9**	**49 654.6**	**134**	**134**

5.43 The amount of $915,600 provides for the continuation of three posts (1 ASG and 2 General Service (Other level)) ($895,000), as well as non-post resources ($20,600) for travel of staff to support the implementation of the mandate of the Office of Military Affairs. The net reduction of $11,600, under travel of staff and contractual services, reflects the anticipated efficiencies that the Department plans to bring about in 2018-2019.

5.44 Regular budget resources would be complemented by resources from the support account for peacekeeping operations estimated at $48,739,000, including 134 posts and operational resources to carry out the programme of work and to deliver the outputs under the subprogramme.

Subprogramme 3
Rule of law and security institutions

Resource requirements (before recosting): $1,497,900

5.45 Substantive responsibility for this subprogramme is vested within the Office of Rule of Law and Security Institutions, which consists of the Police Division; the Mine Action Service; the Justice and Corrections Service; the Disarmament, Demobilization and Reintegration Section; and the Security Sector Reform Unit. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 3 of programme 4 of the biennial programme plan for the period 2018-2019 (A/71/6/Rev.1).

Table 5.17 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enable rule of law and security institutions in conflict and post-conflict societies to develop sustainable capacities and services in full compliance with the Charter of the United Nations

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) More timely deployment and establishment of the rule of law and security components of peacekeeping operations in response to Security Council mandates	(i) Improved timeline for initial deployment of justice and corrections personnel to new, adjusted or transitioning peacekeeping operations, which must be accomplished as soon as possible within 30 days of the adoption of a Security Council resolution [number of days]	Target	15			
		Estimate				
		Actual				

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2018-2019	2016-2017	2014-2015	2012-2013
	(ii) Improved timeline for initial deployment of personnel specializing in mine action, weapons and ammunition management and improvised explosive device response to new, adjusted or transitioning peacekeeping operations, which must be accomplished as soon as possible within 30 days of the adoption of a Security Council resolution [number of days]	Target	15			
		Estimate				
		Actual				
	(iii) Improved timeline for initial deployment of police personnel to new, adjusted or transitioning peacekeeping operations, which must be accomplished as soon as possible within 25 days of the adoption of a Security Council resolution [number of days]	Target	25	25	30	45
		Estimate		25	30	45
		Actual			30	45
(b) Increased efficiency and effectiveness of the rule of law and security components of peacekeeping operations	(i) Increased number of integrated plans supported by police, justice, corrections, disarmament, demobilization and reintegration, security sector reform and mine action components of peacekeeping operations	Target	5	5	5	4
		Estimate		5	5	4
		Actual			5	4
	(ii) Increased number of national rule of law and security institutions, supported by peacekeeping operations, assuming their rule of law and security responsibilities	Target	13	13	13	13
		Estimate		13	13	13
		Actual			13	13
(c) Increased awareness and understanding of the dangers of landmines and explosive remnants of war in affected countries	Reduction in the number of casualties resulting from landmines and explosive remnants of war in affected countries	Target	2 500	2 500	3 500	4 200
		Estimate		2 500	3 500	4 200
		Actual			3 678	4 200

External factors

5.46 The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that the Security Council will provide clear, realistic mandates for rule of law and security institutions activities; national systems and mechanisms will be in place to provide qualified, seconded police, corrections and justice officers within the timelines set; external peacekeeping partners will provide the necessary support for activities related to the re-establishment of rule of law and security institutions; host States will be committed to the development of their rule of law and security institutions and/or implementing disarmament, demobilization and reintegration programmes; and national mine action organizations will be in place in the country of operations.

Outputs

5.47 During the biennium 2018-2019, the outputs to be delivered are reflected in table 5.18.

Table 5.18 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget, other assessed resources and extrabudgetary)	
Other services:	
1. Briefings to Member States that are both mission- and police-specific	24
2. Briefing to Member States on justice and corrections matters	1
Other substantive activities (regular budget, other assessed resources and extrabudgetary)	
Good offices, fact-finding and other special missions:	
3. Expert advice to peacekeeping missions on capacity-building of the local police and other law enforcement agencies	1
4. Expert advice and support to police-contributing countries on the national selection mechanisms for the readiness, deployment and training of police personnel, including United Nations police and formed police units and their equipment	94
5. Technical support and recommendations to field missions through assessment missions of mine action components in new or reconfigured peacekeeping operations, special political missions and/or in an emergency context	2
6. Deployment of police thematic experts, including on planning and reform to field operations	6
7. Guidance to mine action programmes peacekeeping operations on issues related to mine action standards, policies and procedures	17
8. Predeployment visits to Member States to provide advice on police requirements and capacity and resource needs	10
9. Expert advice and support to special political missions on issues related to justice, corrections, disarmament, demobilization and reintegration, security sector reform and mine action through policy guidance, assessments, planning, monitoring and evaluation of respective programmes	1
10. Deployment of demining assets compliant with International Mine Action Standards according to priorities established by the Inter-Agency Coordination Group on Mine Action	1
11. Deployment of security sector reform specialists from the United Nations roster of security sector reform experts to peacekeeping operations or special political missions	1
12. Deployment of disarmament, demobilization and reintegration expertise to the special political missions	1
13. Coordination of mine risk education and community liaison activities in all United Nations mine action programmes	1
14. Training course for peacekeeping forces and commercial demining staff in all peacekeeping operations on landmine safety	1
Technical material:	
15. Operational visit reports on peacekeeping operations	10
16. Guidance materials for justice and corrections personnel	1
17. Training materials and delivery of training courses for justice and corrections personnel	1
18. Development, review and/or revision of police operational plans, standard operating procedures and concepts of operations for police components of field operations	12
19. Development and initial deployment of Strategic Guidance Framework for International Police Peacekeeping policy and guidelines	1
20. Programme review reports on justice and corrections components in peacekeeping missions	1
21. Update and maintenance of the website of the Electronic Mine Information Network containing mine action reports, public information materials and operational data from 17 mine action programmes/peacekeeping operations	1

Outputs	Quantities
22. Update and maintenance of databases of the Information Management System for Mine Action with suspected and known hazard areas and with information on victims in all current programmes	1
23. Technical or strategic support, review or assessment reports on the implementation of security sector reform mandates	6
24. Annual multi-donor report on Mine Action Service activities	2
25. Specialized training courses on mine action-related matters to United Nations and relevant civil society organizations operating in post-conflict environments	6
International cooperation and inter-agency coordination and liaison (regular budget, other assessed resources and extrabudgetary)	
Substantive servicing of inter-agency meetings:	
26. Organization of the meetings of the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration as Co-Chair	1
27. Organization of bimonthly meetings at the working level and annual meetings at the principal level as Co-Chair of the Inter-Agency Security Sector Reform Task Force	1
28. Organization of meetings of the Inter-Agency Coordination Group for Mine Action at the Principal and working levels as Co-Chair, and of the annual meetings of the Committee on Mine Action	2
29. Organization of biannual meetings of security sector reform chiefs and advisers from peacekeeping missions	1
Other services:	
30. Meetings with donors for the funding of deployments of security sector reform specialists from the United Nations roster of security sector reform experts to peacekeeping operations	3
31. Representation of Inter-Agency Security Sector Reform Task Force in international forums related to mine action and explosive remnants of war	4
32. Presentations to Member States, intergovernmental bodies, groups of friends, regional groups and specialized institutions on improved delivery of mandates in the field in the area of security sector reform	3
Technical cooperation (extrabudgetary)	
Training, seminars and workshops:	
33. Capacity-building of national authorities and local partners on landmine and explosive remnants of war clearance; weapons and ammunition stockpile security, management and destruction; and improvised explosive devices threat mitigation	1
Field projects:	
34. Landmine and explosive remnants of war clearance; explosive hazards risk education; weapons and stockpile security, management and destruction; improvised explosive devices threat mitigation	1

5.48 The distribution of resources for subprogramme 3 is reflected in table 5.19.

Table 5.19 **Resource requirements: subprogramme 3**

	Resources (thousands of United States dollars)		Posts	
	2017-2018	2018-2019 (before recosting)	2017-2018	2018-2019
Regular budget				
Post	1 477.9	1 477.9	3	3
Non-post	31.2	20.0	–	–
Subtotal	**1 509.1**	**1 497.9**	**3**	**3**
Other assessed	39 334.0	39 721.1	104	104
Extrabudgetary	94 438.5	95 015.4	27	27
Total	**135 281.6**	**136 234.4**	**134**	**134**

5.49 The amount of $1,497,900 provides for the continuation of three posts (1 ASG, 1 D-2 and 1 P-5) ($1,477,900), as well as non-post resources ($20,000) for travel of staff to support the implementation of the mandate of the Office of Rule of Law and Security Institutions. The net reduction of $11,200, under travel of staff, reflects the anticipated efficiencies that the Department plans to bring about in 2018-2019.

5.50 Regular budget resources would be complemented by resources from the support account for peacekeeping operations amounting to $39,721,100, including 104 posts and other operational resources to carry out the programme of work and to deliver outputs under the subprogramme. Regular budget resources would also be complemented by extrabudgetary resources, for the most part from the Voluntary Trust Fund for Assistance in Mine Action, in the amount of $95,015,400, including 27 posts and operational resources.

Subprogramme 4
Policy, evaluation and training

Resource requirements (before recosting): $650,200

5.51 Substantive responsibility for this subprogramme is vested within the Policy, Evaluation and Training Division. The Division comprises the Office of the Director, which includes the Evaluation and Partnership Teams, and the Integrated Training Service and the Policy and Best Practices Service. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 4 of programme 4 of the biennial programme plan for the period 2018-2019 (A/71/6/Rev.1).

Table 5.20 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve the planning, establishment and sustainment of effective and efficient peacekeeping operations in accordance with Security Council mandates and relevant General Assembly resolutions

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Improved planning, management, conduct and support of peacekeeping operations through the development and dissemination of policies, standard operating procedures, guidelines and training standards and tools that are consistent with the Charter of the United Nations and the basic principles of peacekeeping	(i) Number of materials on policy guidance, lessons learned and best practices developed and made available to peacekeeping practitioners	Target	36			
		Estimate				
		Actual				
	(ii) More timely dissemination of peacekeeping training standards to Member States, field operations, regional partners and training institutions [number of days]	Target	30			
		Estimate				
		Actual				

External factors

5.52 The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that Member States will provide the necessary support to implement the activities related to training and policy development and that external factors, such as crises in field missions, and unforeseen needs created by new emerging threats, will not require a reallocation of resources to meet those needs.

Outputs

5.53 During the biennium 2018-2019, the outputs to be delivered are reflected in table 5.21.

Table 5.21 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget, other assessed resources and extrabudgetary)	
General Assembly	
Substantive servicing of meetings:	
Substantive and secretariat support for:	
1. Meetings of the Special Committee on Peacekeeping Operations and the Special Political and Decolonization Committee (Fourth Committee)	1
Parliamentary documentation:	
2. Report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations	1
Other services:	
3. Briefings to the Special Committee on Peacekeeping Operations	15
4. Briefings to Member States on peacekeeping issues	7

Outputs	Quantity
Other substantive activities (regular budget, other assessed resources and extrabudgetary)	
Technical material:	
5. Provision of policies, practices and standard operating procedures and training materials for Member States and peacekeeping missions and personnel of the Department of Peacekeeping Operations and the Department of Field Support	1
6. Provision of policy, best practices and knowledge-sharing, training standards and materials to field missions and evaluations of mission performance to improve mandate implementation	1
7. Update and maintenance of Policy and Practice Database	1
International cooperation and inter-agency coordination and liaison (regular budget, other assessed resources and extrabudgetary)	
Other services:	
8. Expert advice to permanent missions to the United Nations, United Nations system partners, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues	1
9. Provision of strategic guidance, training of trainers and assistance to curriculum development, training methodology and training gap identification to Member States and regional peacekeeping training and peacekeeping policy institutions	1

5.54 The distribution of resources for subprogramme 4 is reflected in table 5.22.

Table 5.22 **Resource requirements: subprogramme 4**

	Resources (thousands of United States dollars)		Posts	
	2016-2017	2018-2019 (before recosting)	2016-2017	2018-2019
Regular budget				
Post	650.2	650.2	3	3
Subtotal	**650.2**	**650.2**	**3**	**3**
Other assessed	27 990.8	28 541.1	67	67
Total	**28 641.0**	**29 191.3**	**70**	**70**

5.55 The amount of $650,200 provides for the continuation of three posts (2 P-2 and 1 General Service (Other level)) to support the implementation of the mandate of the Policy and Best Practices Service of the Policy, Evaluation and Training Division.

5.56 Regular budget resources would be complemented by resources from the support account for peacekeeping operations estimated at $28,541,100, including 67 posts and operational resources to carry out the programme of work and to deliver the outputs under this subprogramme.

(c) Programme support

Resource requirements (before recosting): $730,600

5.57 The Executive Office provides support services to the Department of Peacekeeping Operations and the Department of Field Support in connection with personnel, budgetary and financial administration, resource planning and use of common services, as well as activities financed from the support account for peacekeeping operations, the Voluntary Trust Fund for Assistance in Mine Action, the Trust Fund in Support of the Department of Peacekeeping Operations and the Trust Fund in Support of Victims of Sexual Exploitation and Abuse.

5.58 The distribution of resources for programme support is reflected in table 5.23.

Table 5.23 **Resource requirements: programme support**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	222.3		–	–
Non-post	751.8	730.6		
Subtotal	**974.1**	**730.6**	–	–
Other assessed	24 921.3	26 818.1	15	15
Extrabudgetary	1 206.0	1 165.5	5	5
Total	**27 101.4**	**28 714.2**	**20**	**20**

5.59 The amount of $730,600 provides for general temporary assistance, overtime, contractual services, general operating expenses and other operational requirements. The net reduction of $243,500 is attributable to: (a) the phased abolishment of one P-4 post ($222,300), approved by the General Assembly in resolution 70/247; and (b) the anticipated efficiencies that the Department plans to bring about in 2018-2019.

5.60 Regular budget resources would be complemented by resources from the support account for peacekeeping operations estimated at $26,818,100, including 15 posts and operational resources to support the programme. Regular budget resources would also be complemented by extrabudgetary resources estimated at $1,165,500 from the special account for programme support, including five posts and operational resources to provide the necessary support services to the Department of Peacekeeping Operations and the Department of Field Support.

2. Department of Field Support

(a) Executive direction and management

Resource requirements (before recosting): $2,077,100

5.61 The mandate of the Office of the Under-Secretary-General for Field Support was established by the General Assembly in its resolution 61/279 and further refined in its resolution 67/287.

5.62 The Office of the Under-Secretary-General comprises the Offices of the Under-Secretary-General and the Assistant Secretary-General, the Senior Leadership Appointments Section, the Programme Implementation Coordination Team, the Integrated Operational Team, the Conduct and Discipline Service, the Audit Response and Boards of Inquiry Section, the Field Procurement Policy Liaison Team, the Strategic Support Team, the Operational Support Team, and the United Nations Support Office in Somalia (UNSOS) Headquarters Support Team.

5.63 The Office includes capacities to ensure rapid, effective, efficient and responsible service delivery across the mission portfolio; supervise the Department's four functional divisions and the United Nations Global Service Centre, which includes the United Nations Logistics Base in Brindisi, Italy, the Regional Service Centre in Entebbe, Uganda, and the information and communications technology facility in Valencia, Spain; carry out internal, interdepartmental and external consultation and coordination as required by ongoing and anticipated United Nations field operations; ensure delivery of integrated support to the Department of Peacekeeping Operations-led operations through the assignment of specialist support officers to Integrated Operations Teams in the Department of Peacekeeping Operations and dedicated support to the Department of Field Support-led United Nations Support Office for Somalia; manage the selection to senior leadership positions in field missions; support field missions' senior leadership in the exercise of their core responsibilities and accountability for the conduct and discipline of personnel; monitor the

operational and compliance risks associated with the delegation of human, financial, information and communications technology and physical resource management authority; strengthen environmental performance of field missions; ensure implementation of audit and boards of inquiry recommendations; and manage the delegation of procurement authority in the field. In addition, the Office will be implementing a comprehensive programme of action to combat sexual exploitation and abuse.

5.64 The Office will continue to provide strategic direction, change management support, reporting capabilities and performance oversight to drive continuous improvement in business processes, systems and techniques for the delivery of reliable, consistent and sustainable field support results globally and ensure that the Department is adequately configured to respond to field support needs and priorities.

5.65 The Under-Secretary-General for Field Support leads, with support from the Assistant Secretary-General and guidance from Member States, the Department's overall strategy, priorities and policies, and is ultimately accountable for its performance. The Assistant Secretary-General focuses on day-to-day operations to ensure that they are managed in line with the Department's overall direction.

Table 5.24 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and staff and financial resources

Expected accomplishments of the Secretariat	*Indicators of achievement*		Performance measures			
			2018-2019	2016-2017	2014-2015	2012-2013
(a) Programme of work is effectively managed	Timely delivery of outputs and services [percentage]	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Timely submission of documentation needed for meetings of relevant intergovernmental bodies	Timely submission of documentation [percentage]	Target	100			
		Estimate				
		Actual				
(c) Efficiencies achieved in travel costs for the Organization	Increased percentage of air tickets purchased at least two weeks before the commencement of travel	Target	100			
		Estimate				
		Actual				
(d) Effective and efficient support is provided to field operations	All missions' senior support leadership are provided continuous guidance on field support priorities, operations and performance [percentage]	Target	100			
		Estimate				
		Actual				
(e) Shared understanding among the Secretariat, Member States and other stakeholders on the direction of United Nations field operations	The Department of Field Support Divisions and Service Centres meet performance targets stipulated in their budgetary frameworks [percentage of indicators of achievements that meet targets]	Target	80			
		Estimate				
		Actual				

External factors

5.66 The Office of the Under-Secretary-General for Field Support is expected to achieve its objective and expected accomplishments on the assumption that Member States provide support to enable

the delivery of support services in line with agreed mandates, memorandums of understanding and approved plans; demand for support services will not exceed projections, for example as a result of unforeseen events or policy changes; Member States provide support to United Nations reform initiatives; troop- and police-contributing countries provide support to the prevention and processing of misconduct cases; and investigation reports from external entities are received in a timely manner.

Outputs

5.67 During the biennium 2018-2019, the outputs to be delivered are reflected in table 5.25.

Table 5.25 **Categories of outputs and final outputs**

Category	Quantity
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget)	
Other services:	
1. Briefing in response to all requests by the Special Committee on Peacekeeping Operations and the Special Political and Decolonization Committee (Fourth Committee)	1
2. Briefings to the Security Council, the General Assembly and other intergovernmental bodies on developments in peacekeeping missions and on cross-cutting strategic, policy and structural issues related to peacekeeping	80
Other substantive activities (regular budget, other assessed resources and extrabudgetary)	
Good offices, fact-finding and other special missions:	
3. Consultations with mission leadership to review and assess key support components and operational issues	56
4. Visits to field operations to review progress and provide direction to mission leadership on field support issues	20
5. Visits to major financial contributors, troop- and police-contributing countries and other Member States to discuss and advise on field support issues	16
Technical material:	
6. Training awareness-raising materials on protection from sexual exploitation and abuse	1
Administrative support services (regular budget, other assessed resources and extrabudgetary)	
Internal oversight services:	
7. Review of investigation reports substantiating allegations of misconduct, as received from the Office of Internal Oversight Services and other investigatory entities in peacekeeping operations, are processed to enable disciplinary action by relevant internal and external entities	1
8. Recording and tracking of instances of alleged misconduct by military, police and civilian personnel for referral for appropriate actions by the United Nations and/or Member States	1

5.68 The distribution of resources for executive direction and management is reflected in table 5.26.

Table 5.26 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		Posts	
	2016-2017	2018-2019 (before recosting)	2016-2017	2018-2019
Regular budget				
Post	2 058.8	2 058.8	4	4
Non-post	25.6	18.3	–	–
Subtotal	**2 084.4**	**2 077.1**	**4**	**4**
Other assessed	24 198.1	24 411.4	66	66
Total	**26 282.5**	**26 488.5**	**70**	**70**

5.69 The amount of $2,077,100 provides for the continuation of four posts (1 USG, 1 ASG, 1 D-1 and 1 P-5) ($2,058,800), as well as non-post resources ($18,300) for travel of staff and hospitality to support the implementation of the mandate of the Offices of the Under-Secretary-General and the Assistant Secretary-General. The net reduction of $7,300, under travel of staff, reflects the anticipated efficiencies that the Department plans to bring about in 2018-2019.

5.70 Regular budget resources would be complemented by resources from the support account for peacekeeping operations estimated at $24,411,400, including 66 posts and operational resources to carry out the programme of work and to deliver the outputs under the executive direction and management component of the Department.

(b) Programme of work

5.71 The distribution of resources by subprogramme is reflected in table 5.27.

Table 5.27 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		Posts	
	2016-2017	2018-2019 (before recosting)	2016-2017	2018-2019
Regular budget				
1. Field administrative support	3 248.9	3 120.0	14	13
2. Integrated support services	3 054.4	3 054.4	11	11
Subtotal	**6 303.3**	**6 174.4**	**25**	**24**
Other assessed	113 185.2	115 202.0	340	340
Total	**119 488.5**	**121 376.4**	**365**	**364**

Subprogramme 5
Field administrative support

Resource requirements (before recosting): $ 3,120,000

5.72 Substantive responsibility for this subprogramme is vested within the Field Personnel Division and the Field Budget and Finance Division in the Department of Field Support. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 5 of programme 4 of the biennial programme plan for the period 2018-2019 (A/71/6 Rev.1).

Table 5.28 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enable United Nations peacekeeping operations and other United Nations field missions to fulfil their mandates efficiently and effectively, as authorized by the Security Council and the General Assembly

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Selections from the roster of cleared candidates constitute between 85 and 90 per cent of all selections in field missions	Target	86			
		Estimate		86		
		Actual				
	(ii) Reduced number of days for any roster-based recruitment, from the date of posting to the date of selection	Target	63			
		Estimate				
		Actual				
	(iii) Reduced number of days for onboarding of selected candidates, from the date of selection to the date of reporting to the mission	Target	90			
		Estimate				
		Actual				
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Increased percentage of established targets met related to strategic and operational indicators listed in the global human resources performance and accountability framework	Target	37			
		Estimate				
		Actual				
	(ii) Increased percentage of women on the rosters of candidates endorsed by the field central review bodies	Target	35			
		Estimate				
		Actual				
	(iii) Maintenance of a three-month average processing time frame for contingent-owned equipment claims, from receipt of the mission-certified claim to its approval by the Department	Target	3	3	3	3
		Estimate		3	3	3
		Actual		3	3	3
(c) More timely response and follow-up to allegations of misconduct	All allegations of serious misconduct reported to peacekeeping missions are reviewed within seven days of receipt, for entry in the Misconduct Tracking System and referral to United Nations Headquarters	Target	7	7	7	7
		Estimate		7	7	7
		Actual			7	7
(d) Prevention and avoidance of serious misconduct	(i) Vetting of all United Nations peacekeeping personnel to ensure that they do not have a history of misconduct while serving with the United Nations [percentage]	Target	100			
		Estimate				
		Actual				

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2018-2019	2016-2017	2014-2015	2012-2013
	(ii) New measures adopted on matters of serious misconduct, including but not limited to substantially enhanced oversight by mission headquarters of all mission sites, enforcement of best practices, regular analysis and mitigation of risk factors linked to misconduct and assessment of managers at all levels for their role in enforcing United Nations standards of conduct [number of reports]	Target	4			
		Estimate				
		Actual				
	(iii) Decreased number of substantiated allegations of serious misconduct, including sexual exploitation and abuse [percentage]	Target	10			
		Estimate			10	
		Actual				
	(iv) Timely and effective implementation of all measures adopted on matters of serious misconduct, including special measures to prevent sexual exploitation and abuse in accordance with Security Council resolution 2272 (2016) and General Assembly resolutions related to the matter [number of reports]	Target	4			
		Estimate				
		Actual				

External factors

5.73 The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that Member States will continue to provide the necessary political support and resources.

Outputs

5.74 During the biennium 2018-2019, the outputs to be delivered are reflected in table 5.29.

Table 5.29 **Categories of outputs and final outputs**

Outputs	Quantity
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget and other assessed resources)	
Other services:	
1. Briefings to Member States on administrative and personnel issues relating to staffing of field missions	1
2. Background information on operational finance policies, procedures and practices to intergovernmental and expert bodies in the context of field operations, including peacekeeping operations, special political missions, the United Nations Logistics Base and regional and global service centres, and cross-cutting issues	1

Outputs	*Quantity*
Administrative support services (regular budget and other assessed resources)	
Human resources management:	
3. Expert advice on the staffing structure as well as on categories, levels and functional titles of posts	1
4. Monitoring the delegation of major human resources management authorities to missions in line with the global field support strategy as approved by the General Assembly in its resolution 64/269	1
5. Deployment of mission assist teams to address the recruitment and administrative and technical human resources management needs of field operations at critical times	1
6. Organization of and participation in the Chief Human Resources Officer conference and the United Nations inter-agency career development round table	1
7. Managing the staff selection process for posts in peacekeeping operations and special political missions, adhering to the standards and principles as set out in the relevant administrative instruction (ST/AI/2010/3)	1
8. Outreach through participation in career and job fairs, targeted advertising on dedicated websites and in professional publications	1
9. Targeted outreach activities with troop- and police-contributing countries, as well as with other unrepresented and underrepresented Member States	1
10. Provision of business intelligence tools for both operational key performance indicators and strategic analytics for field staffing	1
11. Provision of human resources policy guidance to national and international staff through the civilian personnel sections in the field	1
12. Legal and policy guidance and responses provided to more than 600 informal and formal cases and enquiries from field missions, the Management Evaluation Unit, the Ombudsman and Mediation Services, the Office of Human Resources Management and other offices	1
13. Oversight and evaluation of the performance of human resources management functions in the field through participation in Office of Human Resources Management monitoring visits	1
14. Inputs to the reports of the Secretary-General on human resources-related matters	1
15. Inputs to human resources management performance scorecard in the annual report of the Office of Human Resources Management to the Management Performance Board	1
Financial services relating to peacekeeping activities:	
16. Establishment of benchmarks for major resourcing elements and a cross-portfolio analysis framework to improve cost-effectiveness in field resourcing support analysis	1
17. Exchanges of letters between the Department of Field Support and the United Nations Volunteers outlining the framework of the services of United Nations Volunteers deployed to peacekeeping operations and special political missions	1
18. Financial management of liquidating field operations	1
19. Negotiations of memorandums of understanding for administering contingent-owned equipment and personnel levels deployed to missions	1
20. Processing of contingent-owned equipment reimbursement, letters of assist and death and disability compensation claims	1
21. Formulation of resource requirements to support the assessment and planning for new and expanding peacekeeping operations in response to Security Council mandates	1
22. Field assistance visits to provide in situ support, including for the preparation of mission budget proposals, assessment of resource requirements and implementation of significant financial administration initiatives	1
Financial accounting and reporting:	
23. Expert advice to all field operations and permanent missions to the United Nations of troop- and police-contributing countries on contingent-owned equipment reimbursement and death and disability compensation matters	1

Outputs	Quantity
24. Expert advice to field operations, including peacekeeping operations, special political missions, the United Nations Logistics Base and the Regional Service Centre on the formulation of budget proposals and performance reports, maintenance and preparation of financial accounts and management of financial resources	1
25. Support for the implementation of International Public Sector Accounting Standards and the Umoja enterprise resources planning system in peacekeeping operations	1
26. Support to the global field support strategy, including the implementation of regional and global service centres with regard to shared finance services	1
27. Training of peacekeeping mission budget and finance personnel on new and existing field financial systems and business processes	1

5.75 The distribution of resources for subprogramme 5 is reflected in table 5.30.

Table 5.30 **Resource requirements: subprogramme 5**

	Resources (thousands of United States dollars)		Posts	
	2016-2017	2018-2019 (before recosting)	2016-2017	2018-2019
Regular budget				
Post	3 226.5	3 064.1	14	13
Non-post	22.4	55.9	–	–
Subtotal	**3 248.9**	**3 120.0**	**14**	**13**
Other assessed	59 104.1	60 894.3	183	183
Total	**62 353.0**	**64 014.3**	**197**	**196**

5.76 The amount of $3,120,000 provides for 13 posts (1 P-5, 2 P-4, 4 P-2/1 and 6 General Service (Other level)) ($3,064,100), as well as non-post resources ($55,900) for other staff costs and travel of staff to support the implementation of the mandates of the Field Personnel Division and the Field Budget and Finance Division. The decrease of $128,900 reflects the anticipated efficiencies that the Department plans to bring about in 2018-2019, including the abolishment of one General Services (Other Level) post, and redistribution of non-post resources.

5.77 Regular budget resources would be complemented by resources from the support account for peacekeeping operations estimated at $60,894,300, including 183 posts and operational resources to carry out the programme of work and to deliver the outputs under the subprogramme.

Subprogramme 6
Integrated support services

Resource requirements (before recosting): $3,054,400

5.78 Substantive responsibility for this subprogramme is vested within the Logistics Support Division and the Information and Communications Technology Division. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 6 of programme 4 of the biennial programme plan for the period 2018-2019 (A/71/6/Rev.1).

Table 5.31 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve implementation of field missions' mandates through rapid, effective and efficient logistics and support services.

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Timely completion of the planning, rapid deployment and establishment of field missions in response to Security Council mandates	(i) Identification and deployment of logistics equipment capable of supporting start-up teams and initial troop and police deployments within 90 days of the adoption of Security Council mandates	Target	90	90	90	90
		Estimate		90	90	90
		Actual			90	90
	(ii) Development of full information and communications technology capabilities, including secure voice, data and video services, within 20 hours of arrival of equipment and personnel	Target	20	20	20	20
		Estimate		20	20	20
		Actual			20	20
(b) Increased efficiency and effectiveness of peacekeeping operations and special political missions supported by the Department of Field Support	(i) Improve supply chain processes for all field missions [percentage]	Target	100			
		Estimate				
		Actual				
	(ii) Missions have access 365 days a year to valid systems contracts with sufficient not-to-exceed amounts	Target	365	365	365	365
		Estimate		365	365	365
		Actual			365	365
	(iii) Wide area networks function 99.8 per cent of the time	Target	99.8	99.8	99.8	99.8
		Estimate		99.8	99.8	99.8
		Actual			99.8	99.8

External factors

5.79 The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that vendors and suppliers will deliver goods and services on time and that Member States will provide the required political and resource support.

Outputs

5.80 During the biennium 2018-2019, the outputs to be delivered are reflected in table 5.32.

Table 5.32 **Categories of outputs and final outputs**

Outputs	*Quantity*
Administrative support services (regular budget and other assessed resources)	
Central support services:	
1. Update and maintenance of tools, procedures and information-sharing forums for peacekeeping field missions to enhance the capability of missions to meet their requirements for equipment, commodities and services	1
2. Administration and management of transportation and movement contracts	1
3. Administration and management of specialist support contracts	1

5.81 The distribution of resources for subprogramme 6 is reflected in table 5.33.

Table 5.33 **Resource requirements: subprogramme 6**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	3 054.4	3 054.4	11	11
Subtotal	**3 054.4**	**3 054.4**	**11**	**11**
Other assessed	54 081.1	54 307.7	157	157
Total	**57 135.5**	**57 362.1**	**168**	**168**

5.82 The amount of $3,054,400 provides for the continuation of 11 posts (1 D-2, 1 P-5, 4 P-4/3, 2 P-2/1 and 3 General Service (Other level)) to support the implementation of the mandate of the Logistics Support Division and the Information and Communications Technology Division.

5.83 Regular budget resources would be complemented by resources from the support account for peacekeeping operations estimated at $54,307,700, including 157 posts and operational resources to carry out the programme of work and to deliver the outputs under the subprogramme.

B. Peacekeeping missions

Resource requirements (before recosting): $86,608,400

5.84 Provisions under this component relate to the requirements of UNTSO at $67,190,500 and UNMOGIP at $19,417,900.

1. United Nations Truce Supervision Organization

Resource requirements (before recosting): $67,190,500

5.85 The United Nations Truce Supervision Organization (UNTSO) was the first peacekeeping operation established by the Security Council, under the provisions of its resolution 50 (1948), and continues to represent the commitment of the Council to assist in the implementation of the 1949 Armistice Agreements and their attendant ceasefires. In its resolution 73 (1949), the Council requested the Secretary-General to arrange for the continued service of such UNTSO personnel as might be required in observing and maintaining the ceasefire, as requested by the Council in its resolution 54 (1948), and as might be necessary in assisting the parties to the Agreements in the supervision of the application and observance of the terms of those Agreements.

5.86 The overall purpose of UNTSO is to observe and maintain the unconditional ceasefire and assist the parties to the 1949 Armistice Agreements in the supervision of the application and observance of the terms of those Agreements in accordance with Security Council resolution 73 (1949).

5.87 UNTSO will continue to implement its current core functions under its mandate of observer deployment and liaison with regional authorities. It will provide trained military observers to the United Nations Disengagement Observer Force (UNDOF) and the United Nations Interim Force in Lebanon (UNIFIL) to assist with the implementation of their respective mandates. It will maintain liaison offices in Egypt, with a minimum patrol capacity, and in the Syrian Arab Republic and Lebanon. Its headquarters will perform liaison functions with Jordan and Israel.

5.88 The mission will continue to provide timely and accurate observation reports and analysis of political developments mission-wide, including on the safety and security situation. It will also continue to exercise command, administrative, logistical and security support to all outstations and liaison offices and at its headquarters in Jerusalem. In addition, it will continue to use the good

offices of the Head of Mission to strengthen and improve the relationships between Israel and its neighbours. The mission will also continue to maintain and improve effective liaison with the ambassadorial and consular representatives of troop-contributing countries and with regional United Nations organizations. It will continue to develop contingency planning to address changes in the military and/or political situation in its area of operation.

5.89 Substantive responsibility for this subprogramme is vested within UNTSO. The subprogramme will be implemented in accordance with the strategy detailed in programme 4 of the biennial programme plan for the period 2018-2019 (A/71/6/Rev.1).

Table 5.34 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To observe and maintain the unconditional ceasefire and assist the parties to the 1949 Armistice Agreements in the supervision of the application and observance of the terms of those Agreements

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) The Security Council is informed in a timely manner of non-compliance with its resolutions	Timely submission of observation reports to the Secretary-General [percentage]	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

External factors

5.90 The mission is expected to achieve its objective and expected accomplishments on the assumption that: (a) all parties to the 1949 Armistice Agreements will cooperate with UNTSO in the performance of its functions; and (b) all parties will remain willing to resolve their disputes and to cooperate with the United Nations in fulfilment of the Security Council mandate.

Outputs

5.91 During the biennium 2018-2019, the outputs to be delivered are reflected in table 5.35.

Table 5.35 **Categories of outputs and final outputs**

Outputs	*Quantity*
Other substantive activities (regular budget)	
Good offices, fact-finding and other special missions:	
1. Static observations: daily observations from 6 observation posts with 3 military observers each for Observer Group Golan (number of man-days)	13 140
2. Mobile operations patrols for patrols for Liaison Office Cairo, on the Blue Line, for Observer Group Lebanon and for area familiarization training and patrols for Observer Group Golan (number of patrol-man-days)	26 892
3. Inspections and investigations on the Alpha side for Observer Group Golan	840
4. Induction training of military observers at UNTSO headquarters in Jerusalem prior to deployment (number of military observers)	300
5. Strategic-level liaison with national authorities in Egypt, Israel, Jordan, Lebanon and the Syrian Arab Republic to assess stability/security conditions, regional trend effects, potential disturbances among the parties and on peacekeeping areas of operation, and with troop-contributing countries, other Member State representatives and United Nations operations and organizations in the mission area (number of visits)	40

Outputs	Quantity
6. Local-level liaison and coordination with national officers in Egypt, Israel, Jordan, Lebanon and the Syrian Arab Republic and with local government officials, community leaders, international interlocutors, United Nations operations and country offices (104 reports from 4 liaison offices and 1 outstation)	520
Technical materials:	
7. Weekly situation reports, analytical assessment reports, thematic and analytical reports, country briefs, monthly military situation reports, annual reports, security reports	386
Administrative support services (regular budget)	
Overall management:	
8. Head of Mission visits to Observer Group Golan and Observer Group Lebanon	16
9. Deputy Chief of Staff oversight visits to 2 outstations and 3 liaison offices	28
10. Staff assistance visits to outstations	12
11. Operations familiarization and oversight visits	8
12. Operations conferences, liaison office conferences and Senior Military Observer conferences	46
Central support services:	
13. Provision of logistical support, including transport, general service and communications and information technology	1
14. Management and coordination of inter-mission support agreements with the Office of the United Nations Special Coordinator for the Middle East Peace Process, UNIFIL and UNDOF	3

5.92 The distribution of resources for UNTSO is reflected in table 5.36.

Table 5.36 **Resource requirements: United Nations Truce Supervision Organization**

	Resources (thousands of United States dollars)		Posts	
	2016-2017	2018-2019 (before recosting)	2016-2017	2018-2019
Regular budget				
Post	43 996.9	42 210.1	244	238
Non-post	24 199.8	24 980.4	–	–
Total	**68 196.7**	**67 190.5**	**244**	**238**

5.93 The amount of $67,190,500 provides for 238 posts (1 ASG, 2 D-1, 2 P-5, 3 P-4, 3 P-3, 1 P-2/1, 73 Field Service, 151 Local level and 2 National Professional Officers) ($42,210,100), as well as non-post resources ($24,980,400) for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, furniture and equipment, improvement of premises, and grants and contributions.

5.94 The decrease of $1,006,200 reflects the net effect of a reduction of $1,786,800 under post resources and an increase of $780,600 under non-post resources. The decrease under posts reflects the proposed abolishment of eight posts (3 Field Service and 5 General Service (Local level)), the proposed downward reclassification of five Field Service posts to the Local level and the proposed establishment of two new posts (1 Information Analyst (P-3) and 1 Fixed Asset Management Officer (Field Service)) to strengthen integrated mission analytical and reporting capacity and assets management capacity, which take into account: (a) the recommendations of the civilian staffing review for UNTSO; and (b) the anticipated efficiencies that the mission plans to bring about in 2018-2019. The increase under non-post resources reflects the net impact of: (a) increases relating to the replacement of vehicles, the increase in rate of mission subsistence allowance and the ongoing renovation and restoration of UNTSO headquarters to mitigate risk to the health and safety of United Nations personnel; (b) decreases under contractual services related to security

guards, supplies and materials associated with the anticipated lower fuel consumption resulting from the reduced number of patrols and use of generators in some of the observation posts; and (c) the anticipated efficiencies that the mission plans to bring about in 2018-2019.

5.95 The implementation of Umoja as a single integrated system across all missions has made it possible to centralize payroll processing for all field-based national staff and uniformed personnel at the Regional Service Centre and the Kuwait Joint Support Office. Payroll for UNTSO national staff and military observers is processed by the Kuwait Joint Support Office effective November 2016. Centralization of payroll services and other entitlements requires a redistribution of finance staff from the affected missions. In that regard, and taking into consideration the change of workload of the finance sections in the Kuwait Joint Support Office and UNTSO, it is proposed that one Finance Assistant at the Local level be relocated to the Kuwait Joint Support Office.

5.96 Taking into account the co-location of UNTSO and the Office of the United Nations Special Coordinator for the Middle East Peace Process (UNSCO) in Jerusalem, and with the aim of improving synergies and maximizing efficiency gains, the two entities determined that the Chief of Mission Support (D-1) of UNTSO would also serve as the Chief of Mission Support for UNSCO. Accordingly, the Chief of Mission Support post (P-5) for UNSCO is proposed to be abolished.

5.97 For operational requirements and as a result of organizational restructuring, six posts (3 Field Service, 1 National Professional Officer and 2 General Service (Local level)) are proposed for redeployment among the various offices and duty stations of the mission. In addition, it is also proposed that a standalone Engineering and Facilities Management Section be established under the direct supervision of the Deputy Chief of Mission Support and that all engineering and facilities management posts, which include 26 posts (4 Field Service and 22 General Service (Local level)) be redeployed to the section that is to be established.

2. United Nations Military Observer Group in India and Pakistan

Resource requirements (before recosting): $19,417,900

5.98 In January 1948, the Security Council adopted resolution 39 (1948) and established the United Nations Commission for India and Pakistan to investigate the facts pursuant to Article 34 of the Charter of the United Nations and to exercise any mediatory influence likely to smooth difficulties in the dispute regarding the status of Kashmir. The Council, by its resolution 47 (1948), expanded the membership of the Commission from three to five, which included the use of military officers to observe the ceasefire. That became the basis for the establishment of the United Nations Military Observer Group in India and Pakistan (UNMOGIP). With the termination of the United Nations Commission for India and Pakistan, the Council, by its resolution 91 (1951), decided that UNMOGIP should continue to supervise the ceasefire in Jammu and Kashmir.

5.99 At present, the mandate of UNMOGIP is to observe developments pertaining to the strict observance of the ceasefire of 17 December 1971 and to report thereon to the Secretary-General. The activity in the field is coordinated by a main headquarters in Islamabad (from 1 November to 30 April) and a rear headquarters in Srinagar (from 1 May to 31 October), and carried out by military observers deployed in field stations and mobile observation teams. A liaison office is located in New Delhi. In addition, international United Nations staff, assisted by local staff, provide administrative and logistical support. Military personnel from the Indian Army and Pakistan Army provide drivers, security and field station domestic services.

5.100 The implementation of Umoja as a single integrated system across all missions has enabled the Organization to centralize payroll processing for all field-based national staff and uniformed personnel at the Regional Service Centre and the Kuwait Joint Support Office. Payroll for UNMOGIP national staff is to be processed by the Kuwait Joint Support Office effective January 2018. Centralization of payroll services and other entitlements requires a redistribution of finance staff from the affected missions. In that regard, and taking into consideration the changes in

workload of the finance sections in the Kuwait Joint Support Office and UNMOGIP, it is proposed that one Finance Assistant (Local level) be relocated to the Kuwait Joint Support Office.

5.101 To further reinforce and support the work of the management team, in line with the integrated human resources management framework of the global field support strategy, the mission proposes to rename and realign units, as is currently the practice across all peacekeeping and special political missions, and without change to the existing scope of work or underlying functions or to the reporting hierarchy, as set out below:

(a) The Security Unit will report directly to the Head of Mission and not to the Chief of Mission Support;

(b) The General Service Unit would be renamed the Supply Chain Management and Service Delivery Unit;

(c) The Civilian Personnel Unit would be renamed the Human Resources Unit;

(d) The Finance Unit would be renamed the Budget and Finance Unit.

5.102 Substantive responsibility for this subprogramme is vested within UNMOGIP. The subprogramme will be implemented in accordance with the strategy detailed in programme 4 of the biennial programme plan for the period 2018-2019 (A/71/6/Rev.1).

Table 5.37 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To monitor developments pertaining to ceasefire violations along the line of control in accordance with the mandate of the United Nations Military Observer Group in India and Pakistan contained in Security Council resolution 307 (1971)

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) United Nations Headquarters is informed of developments pertaining to the ceasefire in a timely manner through the conduct of field tasks by United Nations military observers in established field stations on both sides of the line of control	(i) Number of field tasks conducted with free and secure access to notified areas to the extent permitted by the host countries.	Target	4 500	5 000	5 000	5 000
		Estimate		5 000	5 000	5 000
		Actual			4 468	4 864
	(ii) Percentage of incidents/violations reported to United Nations Headquarters in a timely manner	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Summaries of the investigations into all formal complaints of alleged ceasefire violation submitted to the United Nations Military Observer Group in India and Pakistan are duly shared with the parties	(i) Investigation of all complaints that can be investigated under the purview of the United Nations Military Observer Group in India and Pakistan to the extent permitted by the host countries [percentage]	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) Percentage of carried-out investigations, the summaries of which are shared with the parties	Target	100			
		Estimate				
		Actual				

External factors

5.103 The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that the parties cooperate, abide by and fulfil the provisions of the ceasefire agreement.

Outputs

5.104 During the biennium 2018-2019, the outputs to be delivered are reflected in table 5.38.

Table 5.38 **Categories of outputs and final outputs**

Outputs	*Quantity*
Other substantive activities (regular budget)	
Good offices, fact-finding and other special missions:	
1. Field trips and patrols for reconnaissance of the areas, observations and investigations	4 500
2. Round-the-clock staffing of observer posts, patrols investigations and inspections in all field stations, main headquarters and rear headquarters and liaison office	730
Technical materials:	
3. Daily, weekly and monthly situation reports on political developments, safety and security situations and field stations activities	858
4. Special reports on investigations of complaints of alleged ceasefire violations in accordance with UNMOGIP standard operating procedures	2
International cooperation and inter-agency cooperation and liaison (regular budget)	
Other services:	
5. Contacts, meetings and negotiations with parties, United Nations agencies, funds and programmes and the international community	120

5.105 The distribution of resources for UNMOGIP is reflected in table 5.39.

Table 5.39 **Resource requirements: United Nations Military Observer Group in India and Pakistan**

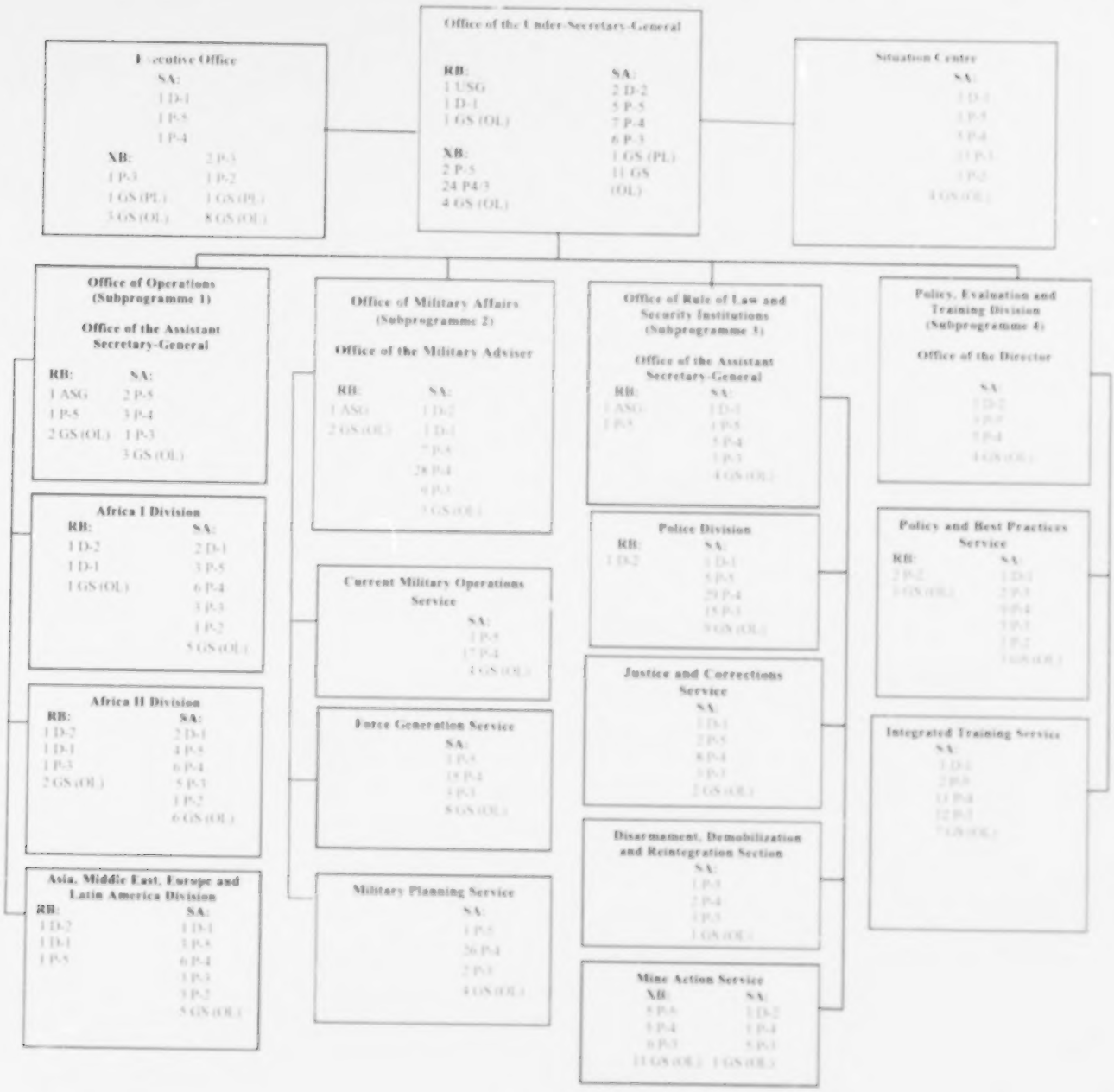
	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	9 806.7	9 806.7	74	74
Non-post	12 486.9	9 611.2	–	–
Total	**22 293.6**	**19 417.9**	**74**	**74**

5.106 The amount of $19,417,900 provides for 74 posts (1 D-2, 1 P-5, 1 P-4, 22 Field Service and 49 Local level) ($9,806,700), as well as non-post resources ($9,611,200) for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment. The net reduction of $2,875,700 reflects: (a) the discontinuation of non-recurrent provisions related to the new headquarters refurbishment requirement; and (b) the anticipated efficiencies that the mission plans to bring about in 2018-2019.

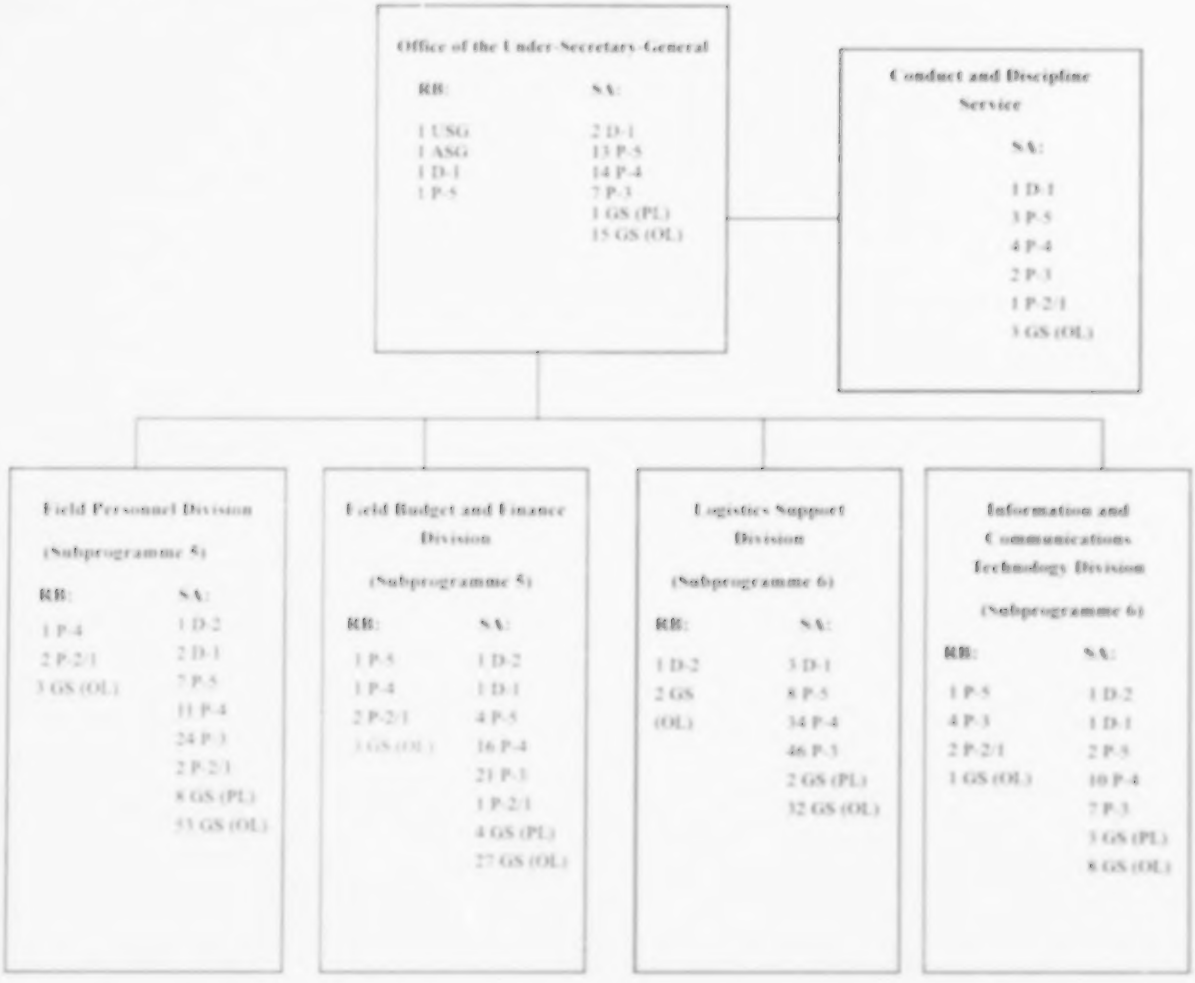
Annex I

Organizational structure and post distribution for the biennium 2018-2019

A. Department of Peacekeeping Operations



B. Department of Field Support



C. United Nations Truce Supervision Organization

Abbreviations: ALO-Amman, Administrative and Logistics Office Amman; LOATA, Liaison Office Amman-Tel Aviv; LOB-C-D, Liaison Office, Beirut-Cairo-Damascus; OGL, Observer Group Lebanon; OGG, Observer Group Golan.

[a] Includes Protocol Cell and Medical Unit.

[b] D-1 Chief of Mission of Support for the United Nations Truce Supervision Organization and the Office of the United Nations Special Coordinator for the Middle East Peace Process.

[c] Includes Training Cell, Information Management Mail and Pouch Unit.

[d] Includes Transport Unit, Integrated Warehouse and Property Management Units and Movement Control.

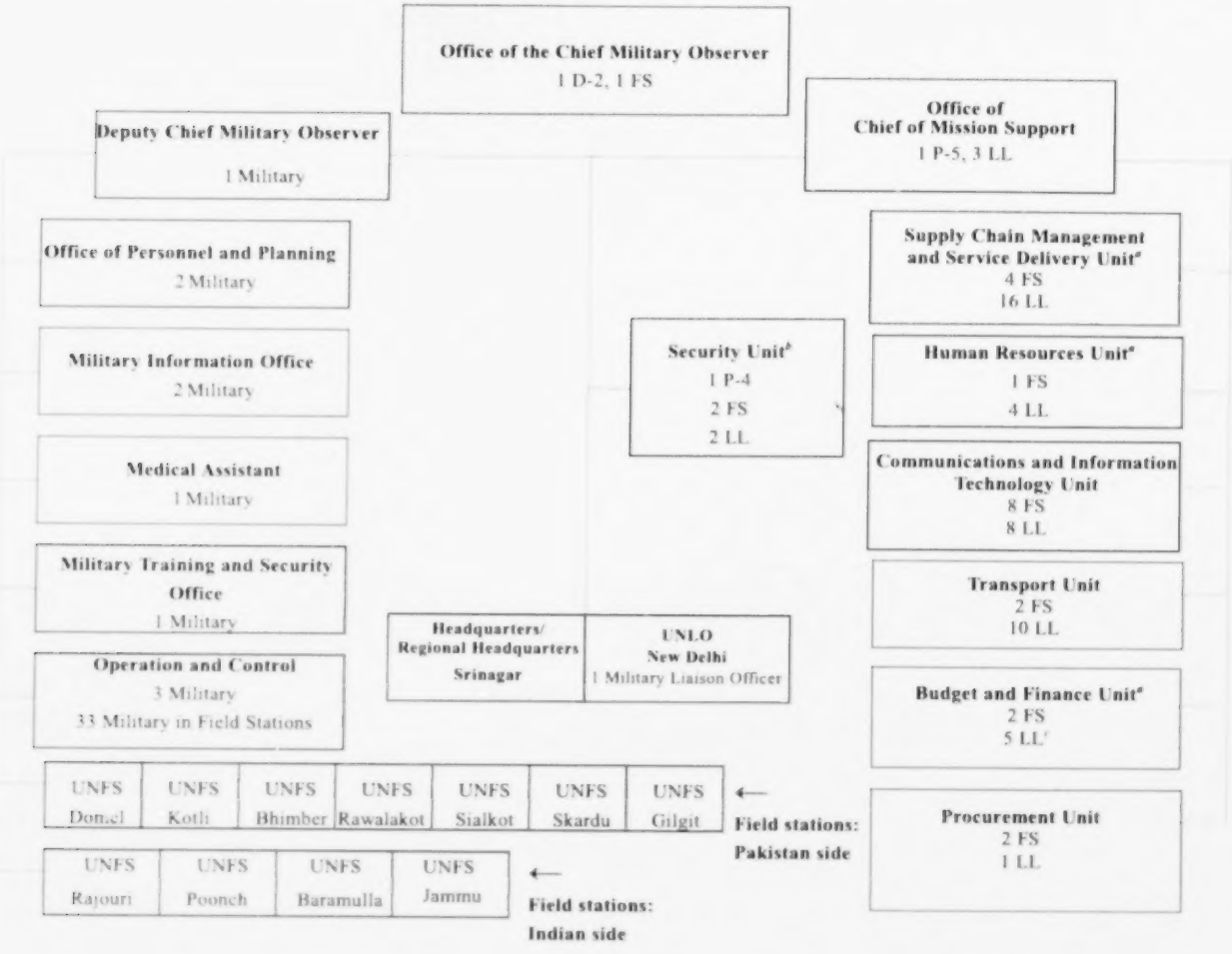
[e] Includes 1 LL relocated to the Kuwait Joint Support Office to support payroll of national staff and military observers.

[f] New post.

[g] Reclassification.

[h] Redeployment.

D. United Nations Military Observer Group in India and Pakistan



Abbreviations: UNFS, United Nations field station; UNLO, United Nations Liaison Office.

[a] Change in nomenclature to Supply Chain Management and Service Delivery, Human Resources and Budget and Finance Units.

[b] Change in reporting line (Chief Security Officer (P-4) reports to Chief Military Observer).

[c] Includes 1 LL relocated to the Kuwait Joint Support Office to support payroll of national staff and military observers.

Annex II

Outputs included in the biennium 2016-2017 not to be delivered in 2018-2019

A/70/6 (Sect 5) and Corr.1, paragraph	Output	Quantity	Reason for discontinuation
Executive direction and management			
5.34 (a) (i)	Substantive Secretariat support to the Special Committee on Peacekeeping Operations and the Special Political and Decolonization Committee (Fourth Committee)	1	Obsolete
	Subtotal	**1**	
Subprogramme 2 Military			
5.47 (a) (i)	Daily monitoring and provision of support to all military units through the functioning of oversight	1	Obsolete
	Subtotal	**1**	
	Total	**2**	
Executive direction and management			
5.76 (b)	Annual progress reports, with recommendations, to the General Assembly on progress made in the implementation of field support improvements and reforms	2	Completed. Time bound activity that has been completed following the implementation of the global field support strategy.
	Total	**2**	
	Total	**4**	

A/70/6 (Sect 5) and Corr.1, paragraph	Output	Quantity	Reason for discontinuation
United Nations Truce Supervision Organization			
5.100 (a)	Daily, weekly, monthly and special reports on incidents/violations, political developments and safety and security issues	1	Obsolete. Reference is made to 2008-2009 programme performance reports, whereby the United Nations Truce Supervision Organization (UNTSO) reported that the United Nations Interim Force in Lebanon (UNIFIL) and the United Nations Disengagement Observer Force (UNDOF) have the primary responsibility to investigate and report the incidents/violations, therefore the output has been discontinued.

A/70/6 (Sect 5) and Corr.1, paragraph	Output	Quantity	Reason for discontinuation
5.100 (a)	Military daily operations reports	1	Obsolete. Under the existing United Nations operation control arrangements, Observer Group Lebanon and Observer Group Golan report directly to UNIFIL and UNDOF respectively for the daily operations reports; therefore the output has been discontinued.
5.100 (a)	Weekly and monthly political reports	1	Duplicated elsewhere.
5.100 (a)	Monthly security incident reports	1	Reference is made to 2008/2009 programme performance reports whereby UNTSO reported that UNIFIL and UNDOF have the primary responsibility to investigate and report the incidents/violations, therefore the output has been discontinued.
5.100 (a)	Operational investigations of incidents/violations	1	Reference is made to 2008/2009 programme performance reports whereby UNTSO reported that UNIFIL and UNDOF have the primary responsibility to investigate and report the incidents/violations. Observer Group Lebanon-UNIFIL has the primary responsibility to investigate and report on Blue Line violations. Observer Group Golan-UNDOF has the primary responsibility to investigate and report on the area of separation, therefore the output has been discontinued.
5.100 (a)	Daily media reports	1	Duplicated elsewhere.
	Total	**6**	